

سَلَام

Salâm

Project Management Process Groups				
Initiating	Planning	Executing	Monitoring & Controlling	Closing

Project
Integration
Management



Scope



Time



Cost



Quality



Human Resources



Communications



Risk



Procurement



Stakeholders

13.1

13.2

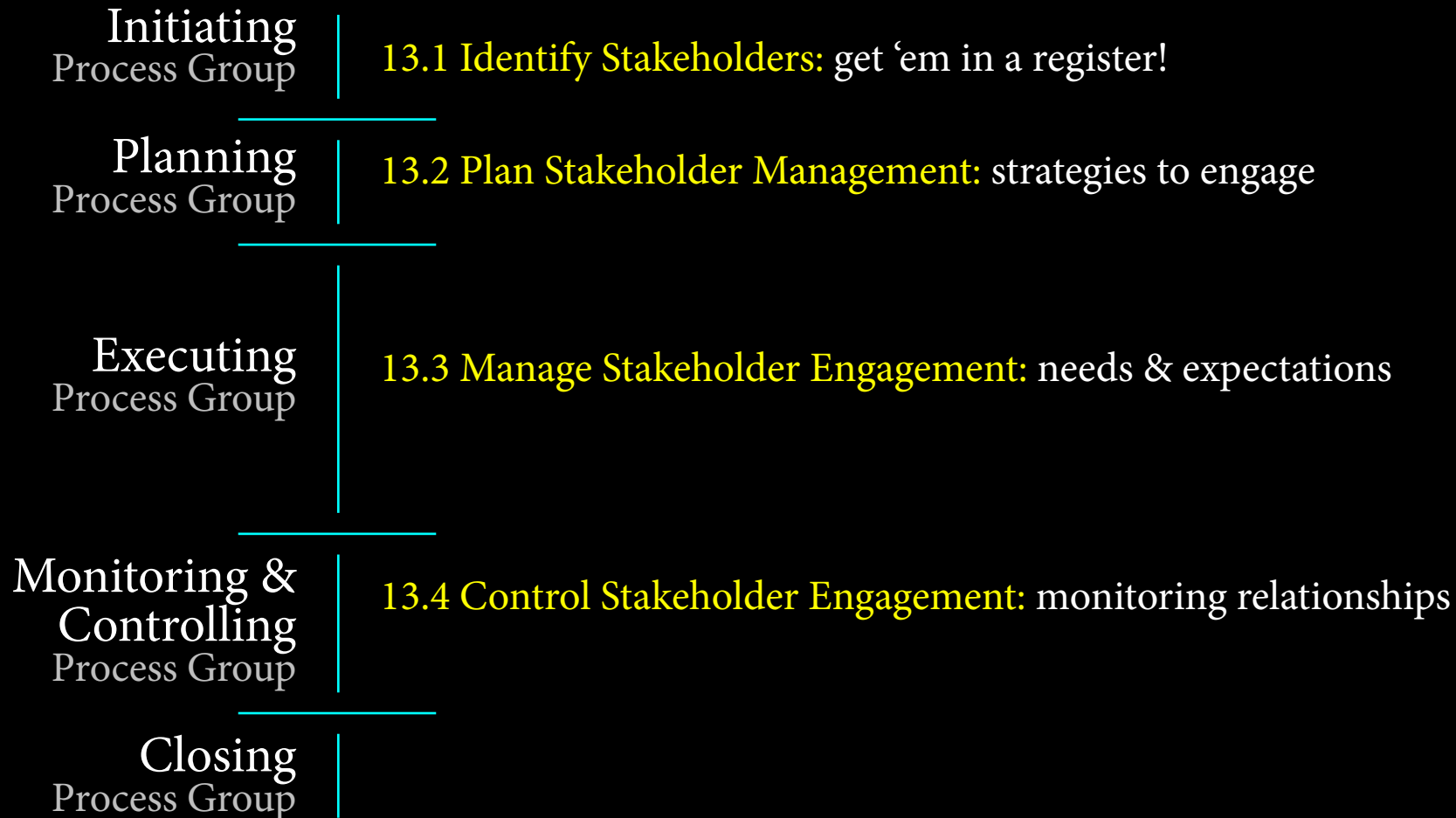
13.3

13.4



13.1 Identify Stakeholders

Project Stakeholder Management



13.1 Identify Stakeholders



What &
Why?

What is the power of the stakeholder?

How much influence do they have on the project?

What is the interest level of the stakeholder?

How much do they desire to be involved with the project?

13.1 Identify Stakeholders



What &
Why?

A project cannot be completed without stakeholders.

Proper project management requires you to know who your stakeholders are.

Being in close and regular contact with stakeholders may help you learn and understand details of the project that do not appear in any of the documentation.

Unidentified stakeholders may suddenly appear and request changes: make sure that you determine the requirements and expectations of all stakeholders.

13.1 Identify Stakeholders



A Project Charter is:

- a document that **formally authorizes** the existence of a project
- provides the project manager with the **authority** to start working

A Project Charter provides:

- a well-defined project **start** and **project boundaries**
- a way for senior management to formally **accept & commit** to the project

13.1 Identify Stakeholders

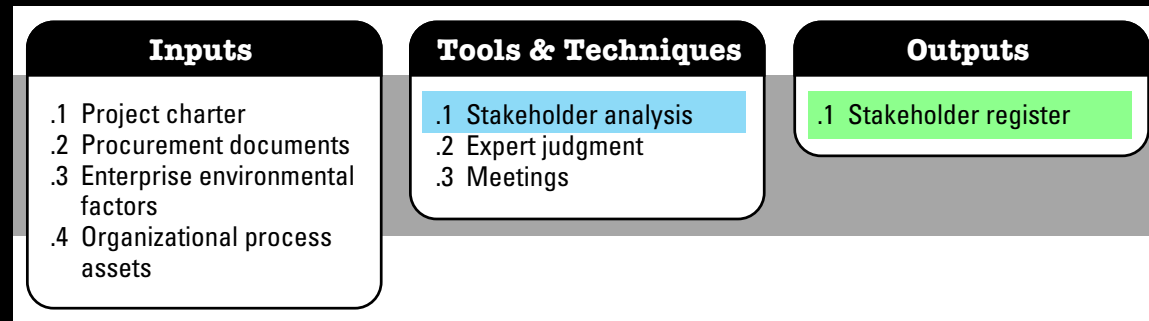


Procurement Documents:

- **contracts**, memorandums of understanding, service level agreements, letter of agreements, letters of intent, verbal agreements, email or other written agreements

- not just the primary contract but also **subcontractors and suppliers**

13.1 Identify Stakeholders



Who are the stakeholders?

Competitors - Employees - Professional associations

Government - Customers - Prospective customers

Government regulatory agencies - Employees

Prospective employees - Industry trade groups - The

public - Investors / Shareholders - Labor unions

Suppliers - Local communities - The Environment -

Media Suppliers - Team members

13.1 Identify Stakeholders



Stakeholder Analysis:

Gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project

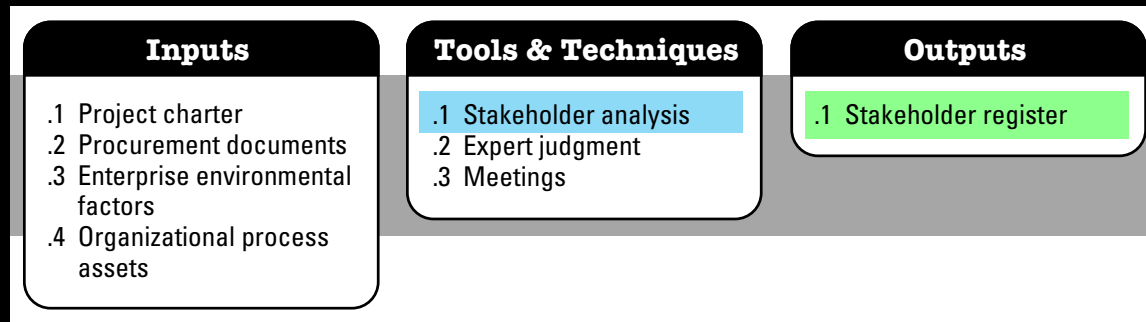
Qualitative information

Deals with descriptions.
Can be observed but not measured.
Colour, texture, appearance, etc.

Quantitative information

Deals with numbers & data which can be measured.
Length, height, area, volume, weight, speed, time, temperature, humidity, sound levels, cost, ages ...

13.1 Identify Stakeholders



Identifies stakeholders **interests, expectations, and influence** and relates these to the purpose of the project.

Identifies stakeholder **relationships** (with the project and with other stakeholders) that can be leveraged to build partnerships to enhance the project's chance of success,

Identifies stakeholder relationships that **may change** at different stages of the project

13.1 Identify Stakeholders



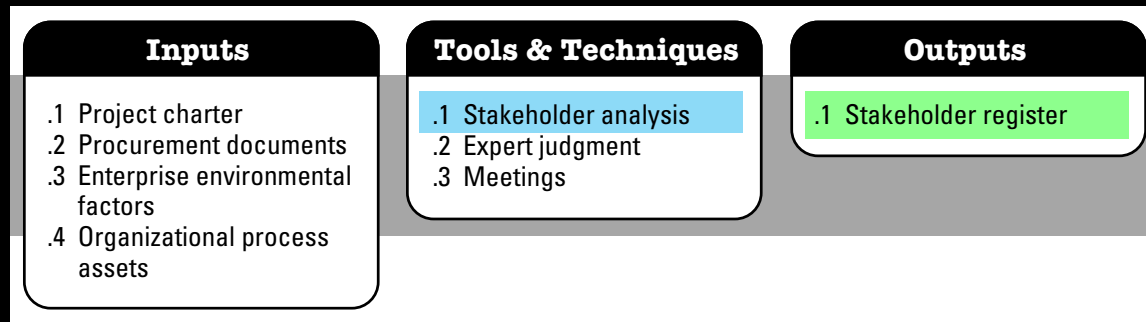
The Process

Identify all potential project stakeholders and relevant information. Start with key stakeholders such as the sponsor, the project manager and the primary customer. **Expand the list** by interviewing identified stakeholders until all potential stakeholders are included.

Analyze the potential impact or support each stakeholder could generate. In a project with many stakeholders it is important to **prioritize** the stakeholders to be able to efficiently communicate and manage their expectations

Assess how key stakeholders are likely to **react or respond** in various situations, in order to plan how to enhance their support and mitigate potential negative impacts

13.1 Identify Stakeholders



There are many **classification models** used for stakeholders analysis such as:

Power/interest grid: grouping stakeholders based on their level of authority (“power”) and their level or concern (“interest”) regarding the project

Power/influence grid: grouping the stakeholders based on their level of authority (“power”) and their active involvement (“influence”) in the project

13.1 Identify Stakeholders

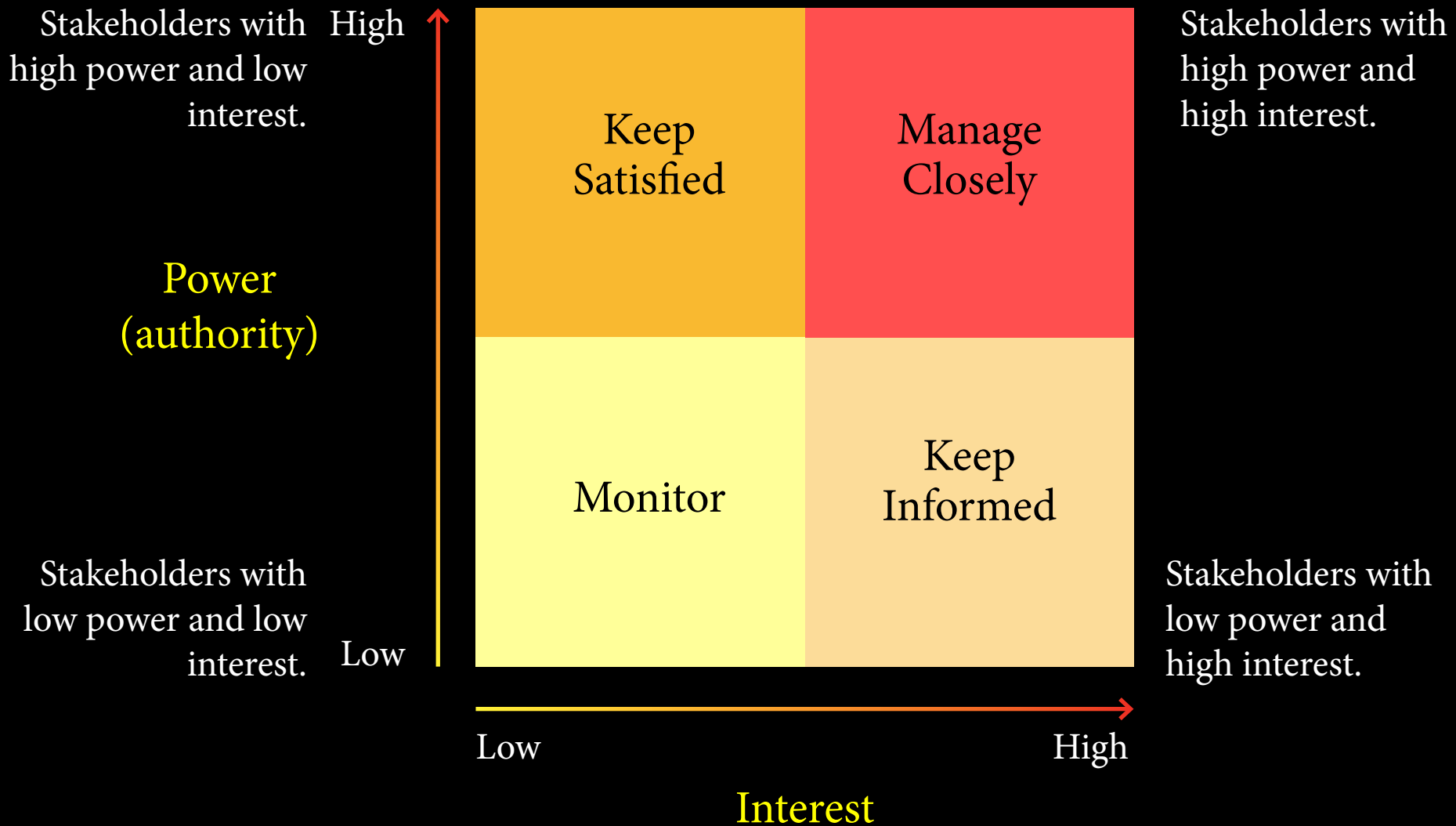


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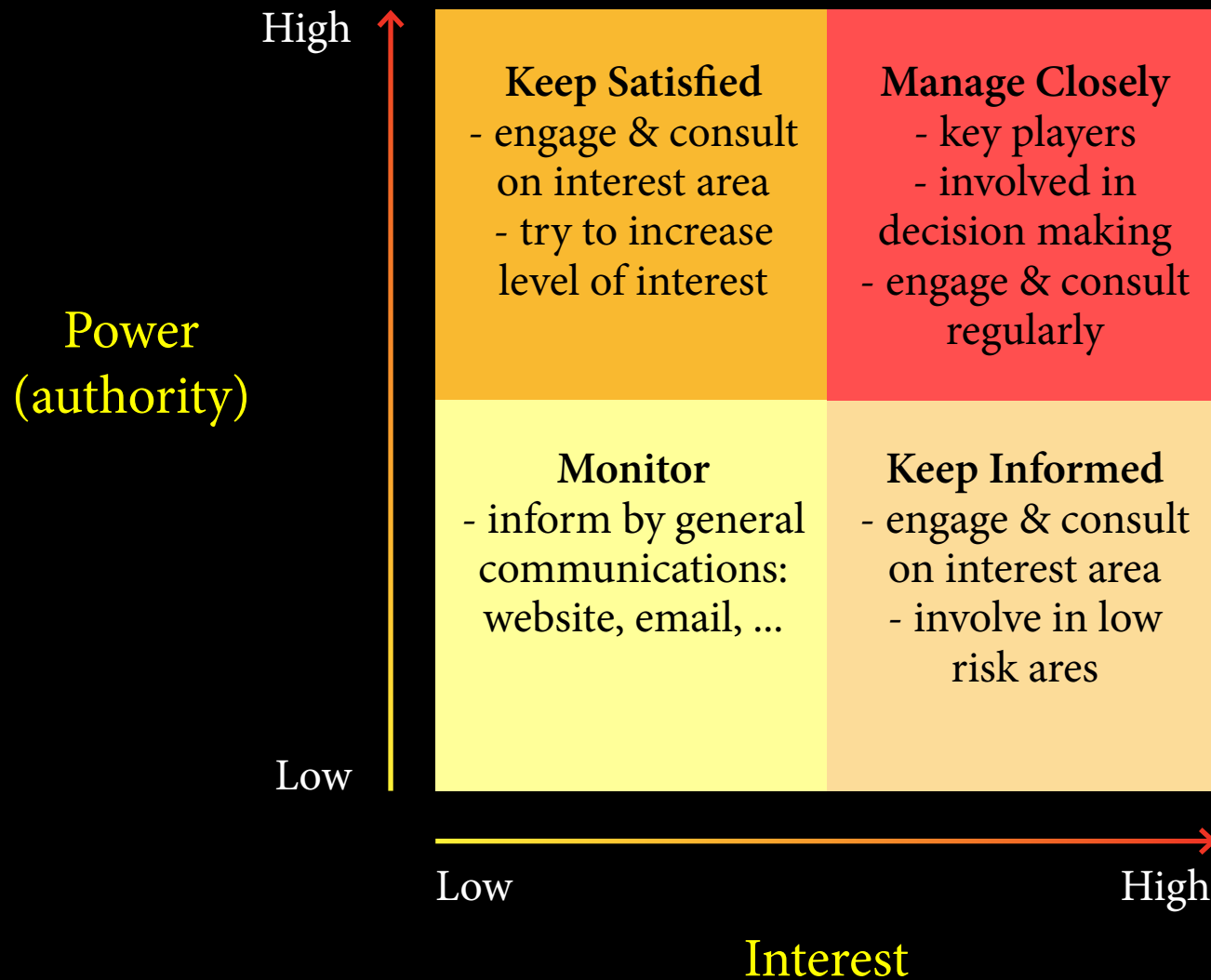
Influence/impact grid: grouping the stakeholders based on their active involvement (“influence”) in the project and their ability to effect changes to the project’s planning or execution (“impact”)

Salience model: describing classes of stakeholders based on their **power** (ability to impose their will), **urgency** (need for immediate attention), and **legitimacy** (their involvement is appropriate).

Power / Interest Grid: Identification



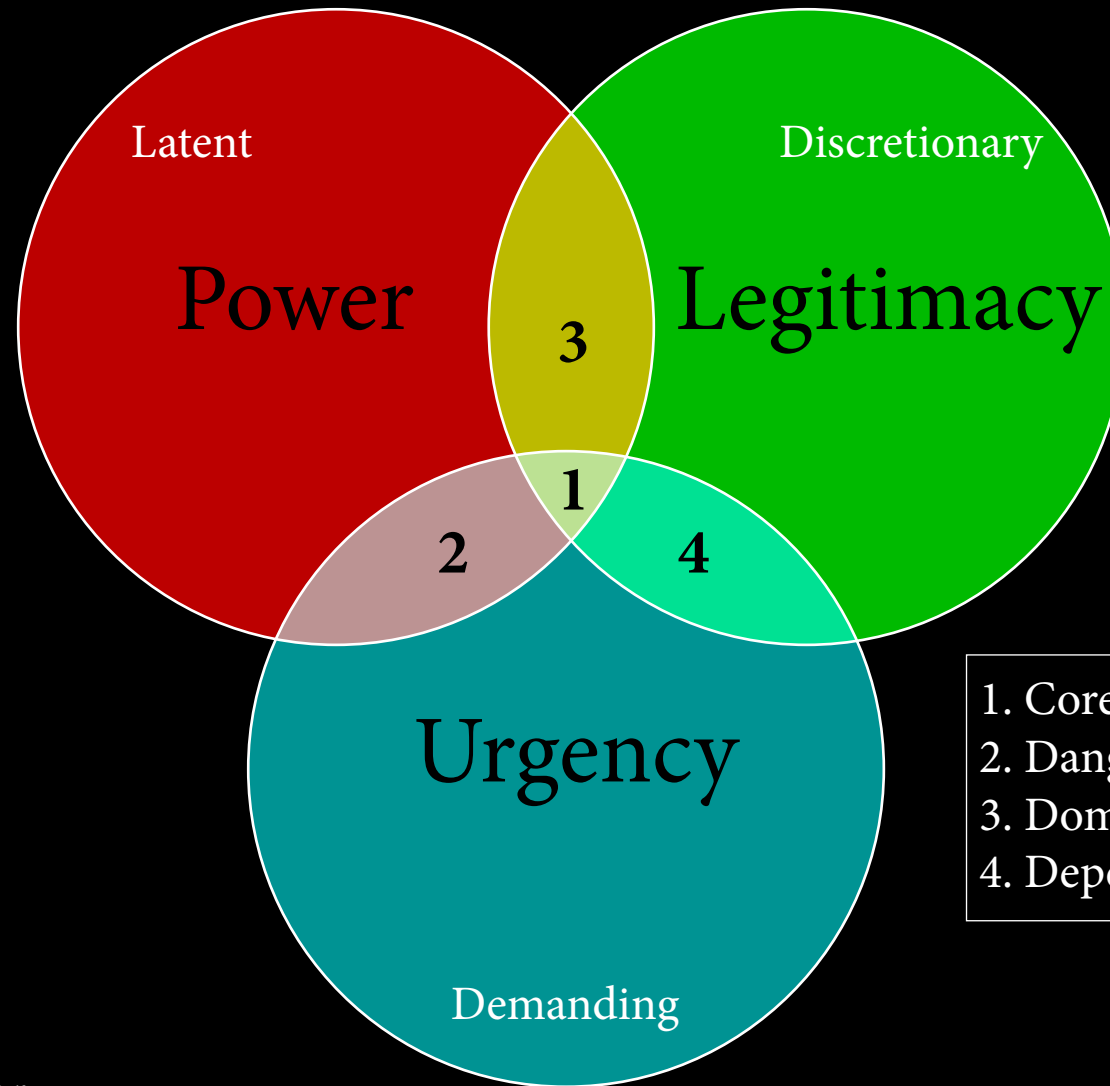
Power / Interest Grid: Engagement



Saliency model

Power: ability to impose their will

Legitimacy: is their involvement is appropriate



Saliency
“how prominent something is”

1. Core
2. Dangerous (no legitimacy)
3. Dominant
4. Dependent (on others)

Urgency: the need for immediate attention

13.1 Identify Stakeholders



Expert Judgment:

Senior management, Identified key stakeholders, Subject matter experts (SMEs)

Meetings:

Profile analysis meetings are designed to develop an understanding of major project stakeholders and can be used to exchange and analyze information about roles, interests, knowledge and the overall position of each stakeholder

13.1 Identify Stakeholders



Stakeholder Register: contains all details related to the identified stakeholders including:

Identification information - Name, organizational position, location, role in the project, contact information

Assessment information - Major requirements, main expectations, potential influence in the project, phase in the life cycle with the most interest

13.1 Identify Stakeholders

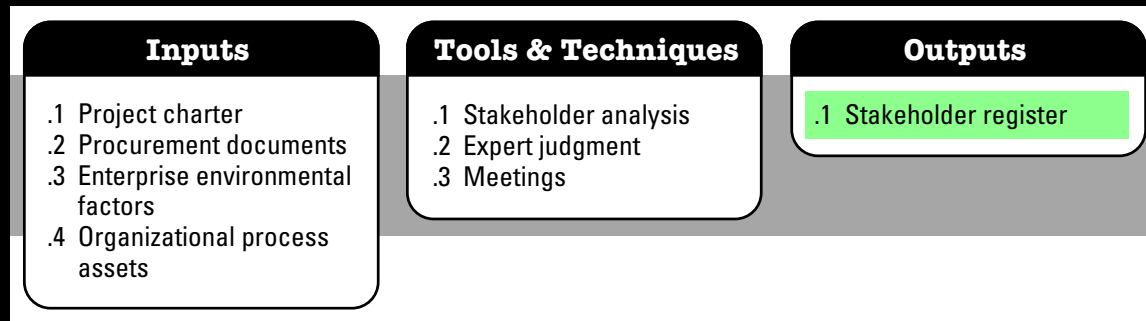


Stakeholder Register: contains all details related to the identified stakeholders including:

Stakeholder classification - Internal / external, supporter / neutral / resistor, etc.

The stakeholder register should be updated on a regular basis because stakeholders may change, or new ones identified, throughout the life of the project

13.1 Identify Stakeholders



A simple example:

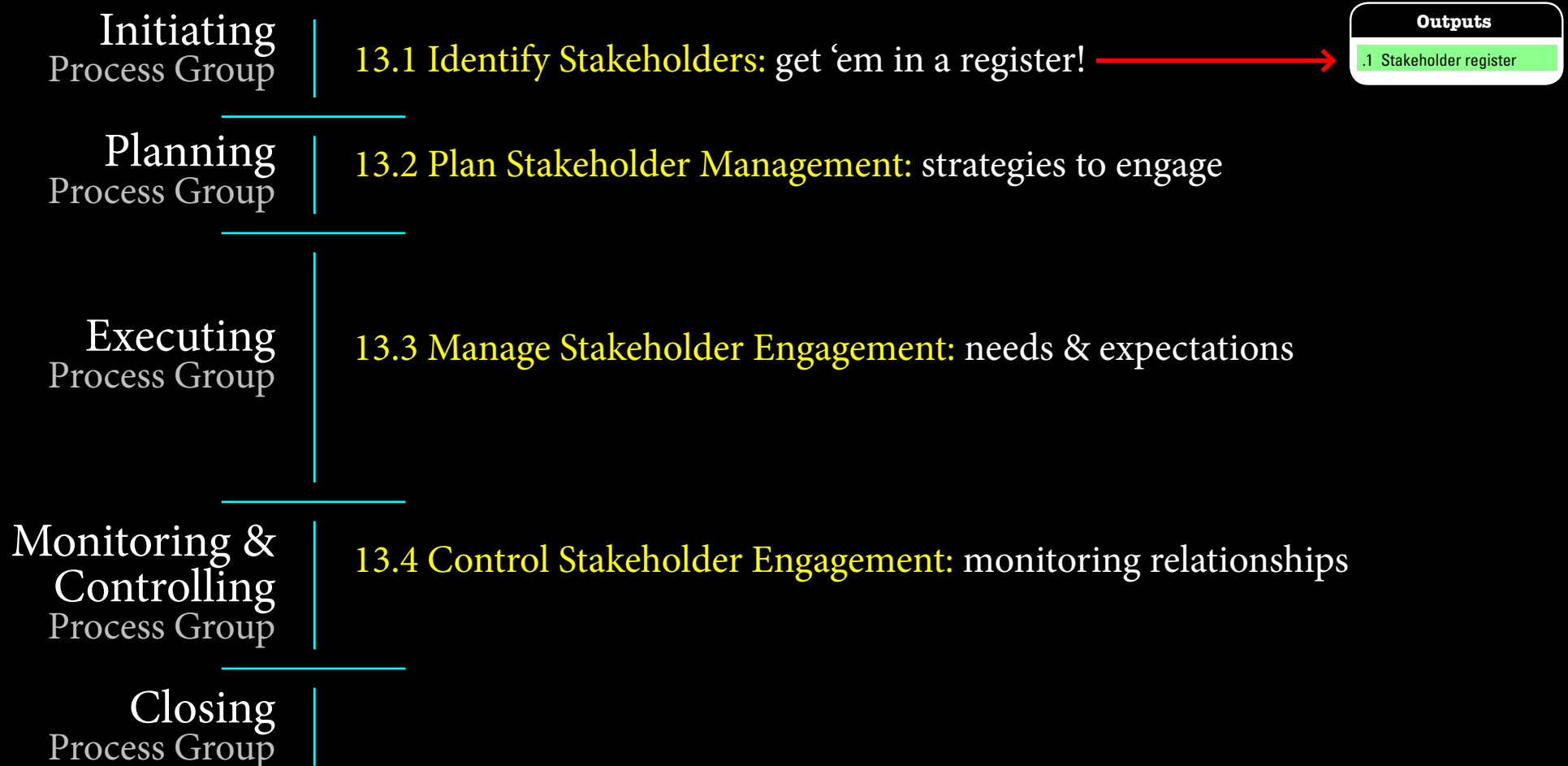
STAKEHOLDER REGISTER

Project Title: _____ Date Prepared: _____

Name	Position	Role	Contact Information	Requirements	Expectations	Influence	Classification

See the web site for a more detailed example

Project Stakeholder Management



Q&A

Question

16. Which of the following is a characteristic of project management processes?

- A. Iterative
- B. Unique
- C. Unnecessary
- D. Standardized

Answer

16. **Answer** A

Explanation As the project life cycle progresses, more information becomes available, allowing the team to manage the project to a more detailed level.

Question

17. Which project management process group generally takes the MOST project time and resources?

- A. Planning
- B. Design
- C. Integration
- D. Executing

Answer

17. **Answer D**

Explanation Did you notice that planning and executing are the only process groups offered as choices? Therefore, design and integration can be eliminated as options. Doing the actual work (in executing) will generally take the most project time and resources.

Question

18. All of the following must be performed during project initiating EXCEPT:

- A. Identify and document business needs.
- B. Create a project scope statement.
- C. Divide a large project into phases.
- D. Accumulate and evaluate historical information.

Answer

18. **Answer B**

Explanation A project scope statement is created during project planning.

Question

19. Closure includes all of the following EXCEPT:
- A. Determining performance measures.
 - B. Turning over the product of the project.
 - C. Documenting the degree to which each project phase was properly closed after its completion.
 - D. Updating the company's organizational process assets.

Answer

19. **Answer** A

Explanation Performance measures are determined earlier in the project so they can be used to measure progress during the project, making determining performance measures the only correct answer to this question.

Question

20. The first phase of your project has come to an end. What is the MOST important thing to ensure is done BEFORE beginning the next phase?
- A. Verify that the resources are available for the next phase.
 - B. Check the project's progress compared to its baselines.
 - C. Confirm that the phase has reached its objectives, and have its deliverables formally accepted.
 - D. Recommend corrective action to bring the project results in line with project expectations.

Answer

20. **Answer C**

Explanation A phase or project must be formally closed and accepted.

Question

21. During which process group does the team measure and analyze the work being done on the project?

- A. Initiating
- B. Executing
- C. Monitoring and controlling
- D. Closing

Answer

21. **Answer** C

Explanation During monitoring and controlling, project performance is measured and needed changes are identified and approved.

Question

22. Which process groups must be included in every project?

- A. Planning, executing, and closing
- B. Initiating, planning, and executing
- C. Initiating, planning, executing, monitoring and controlling, and closing
- D. Planning, executing, and monitoring and controlling

Answer

22. **Answer C**

Explanation All five process groups are addressed in each project. It is the responsibility of the project manager to determine the level of attention to give to each process group.

Question

23. Which of the following is the MOST appropriate thing to do in project closing?

- A. Work with the customer to determine acceptance criteria.
- B. Collect historical information from previous projects.
- C. Confirm all the requirements in the project have been met.
- D. Gain formal approval of the management plans.

Answer

23. Answer C

Explanation Collecting historical information and determining high-level acceptance criteria are done in project initiating. Gaining approval of management plans is part of project planning. Confirming that project requirements have been met occurs in project closing.

Question

24. Which process group focuses on completing the requirements of the project?

- A. Initiating
- B. Planning
- C. Executing
- D. Closing

Answer

24. **Answer C**

Explanation Project executing is where work is done to produce the product of the project.

Question

25. All of the following occur during the planning process group EXCEPT:

- A. Develop Project Charter.
- B. Create WBS.
- C. Estimate Costs.
- D. Sequence Activities.

Answer

25. **Answer** A

Explanation Develop Project Charter occurs during project initiating.

خدا حافظ

Khoda hafez